

# ICPS newsletter

## In policy analysis groups, public officials gain indispensable democratic skills

***In its transition from decision-making system typical for totalitarian societies to a system of decision making that exists in democratic societies, the Ukrainian government requires new processes, standards, and skills to be introduced. Policy analysts should provide policymakers with broad-ranging information to make policy decisions. Public officials define public policy problems, determine options for their resolution, and analyse the effects of each option. ICPS's "Creation of Policy Analysis Groups and Information Centre in the Government of Ukraine" project was aimed at helping Ukrainian public officials to develop an understanding of their role. The outputs of policy analysis group activities were presented at a concluding seminar held at the International Centre for Policy Studies on 25 June***

During 10 months, interns from the Presidential Administration, Government Secretariat of Ukraine, Ministry of Economy, and Ministry of Finance participated in a public policy training program. Foreign

experts presented international experience and standards of decision making to Ukrainian public officials, who conducted practical exercises and mastered the principles of policy analysis, strategic

planning, and policymaking coordination. In contrast to the majority of technical assistance projects, the foreign experts did not carry out any policy research themselves; rather, they consulted Ukrainian public officials who drafted their own documents.

The project was intended to train government policy analysts who will be developing policy decision options, applying the following methods:

- **Policy analysis.** Policy analysis is the principal government capacity for developing and implementing public policy. In the public policymaking process, the government takes into account and balances the legitimate—

### ***Client's evaluation***

*Petro KRUPKO, Deputy State Secretary at the Cabinet of Ministers of Ukraine*

*Every public official deals with policy analysis in his/her work activity. Theoretical training, accompanied by practical policy research, has encouraged the participants of the policy analysis groups to apply the gained knowledge and skills in the process of drafting government documents.*

*In particular, I was a member of a policy analysis group focusing on improving the government agenda and processes. In carrying out our tasks in the project framework, we performed a comprehensive analysis of the operations of making and implementing government decisions, and determined the principles which should become the basis for improving the legislative process.*

*I would like to stress that this project initiated very useful training, but at this stage it involved only some public officials. However, it is important that all Ukrainian public officials acquire skills in policy analysis. At any governance level where public officials fulfil responsibilities delegated to executives bodies, they should be able to apply unified methodological approaches and operate in a uniform system.*

*It is logical that the project should not be limited to this stage only. We are ready to submit our proposals regarding the continuation of this project or for launching a similar one.*

### ***Donor's evaluation***

*Roman KOBETZ, Program Manager at the International Renaissance Foundation*

*The International Renaissance Foundation has already started to*

*realise a special program titled "Developing Public Policy", focused on spreading the principles and methods of policy analysis throughout Ukraine. According to our plan, the development of policy analysis as an academic subject will be the core objective of the program. Above all, we are going to initiate the establishment of specific specialisations in policy analysis at Ukrainian educational institutions. We will continue to support publications devoted to different aspects and tools of policy analysis, as well as various research carried out by Ukrainian and foreign experts in the realm of public policy analysis. These publications will be disseminated among university and public libraries in the country.*

*The International Renaissance Foundation will support various training, in particular for representatives of NGOs and the mass media, aimed at increasing their professional skills in policy analysis. Undoubtedly, it is necessary also to continue to train public servants in methods of policy analysis, and to motivate them to apply the gained skills in their daily operations. This project presents successful evidence that this objective can and should be carried out.*

*However, according to the mandate of the International Renaissance Foundation, we should not limit ourselves to individual projects, even if they have appeared to be very successful. This is a large-scale problem covering the whole system of state, regional, and local governance. It is required to organise the systemic work of the existing training system for public officials. Thus, now we are looking forward to legislative and financial and organisational measures on the side of the Secretariat of the Cabinet of Ministers, aimed at creating a nation-wide system for disseminating methods and skills of policy analysis and strategic planning among public officials in Ukraine.*

however, often opposing—interests of various civic groups. This tool is the ability to define public policy problems, analyse their alternative solutions, and evaluate the consequences of each option.

• **Strategic planning.** Strategic planning provides direction for the government and guides the system to follow that direction in order to achieve strategic national goals. Strategic planning is an effective tool that the government can use to advance programs designed to realise the national vision articulated by the President, to ensure public support, and gain control of the policy agenda and political debate.

• **Policy-making coordination and management.** Fulfilling these functions is a key task of the Government Secretariat. Policy coordination requires i) ongoing work with government agencies to ensure all necessary consultations and consideration of all points of view; and ii) discussion of the content of policy papers with various executive bodies in order to increase the

quality of documents submitted to the Cabinet of Ministers.

An important aspect of the project was that analytical research was organically combined with on-the-job training of Ukrainian public officials. The project outputs include policy papers drafted by Ukrainian officials according to international policy analysis standards.

These documents are written in the format of White Papers or Green Papers and will serve in the future daily work activities of the Cabinet of Ministers. The following policy papers are the project outputs:

- a White Paper on "Introducing Strategic Planning into Government Operations";
- a White Paper on "The Concept of a the New Edition of an Interim Agenda of the Cabinet of Ministers of Ukraine";
- a White Paper on "Implementing the Economic Part of the State Budget";
- a White Paper on "Pension Reform in Ukraine";

- a White Paper on "Investment Policy of the Ukrainian Government in 2002-2005";
- a Green Paper on "State Regulation of the National Market";
- a Green Paper on "Granting Privileges and Offsets to Ukraine's Population".

It is planned to publish the aforementioned documents. ■

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*For more detailed information about this project, please contact Andrii Bega: tel.: (380-44) 463-5967, e-mail: abega@icps.kiev.ua*

## Last week

### Latest issue of *Gosudarstvennoe upravlenie v perekhodnykh ekonomikakh*.

A new issue of the Russia-language version of the *Local Government Brief* was published last week. This is a quarterly newsletter of the Local Government and Public Service Reform Initiative (LGI), affiliated with the Open Society Institute, devoted to the problems and prospects of public governance in transition economies. The new issue contains articles on the following topics:

- prospects for the enlargement and institutional development of the European Union;
- the results of the summit of EU heads of states in Nice and the impact of the Nice Treaty on the further configuration of the European community;
- regionalisation of public governance, its types and main characteristics;
- analysis of changes in the political scene in Moldova.

*If you are interested in regularly receiving Gosudarstvennoe upravlenie v perekhodnykh ekonomikakh, please send your information to the e-mail address: marketing@icps.kiev.ua*

## Green Papers and White Papers: What are the differences?

*In a Green Policy Paper, the government reports on certain issues or opportunities. In a White Policy Paper, the government proposes measures for resolving specific problems or seizing opportunities.*

**A Green Policy Paper** is a public document on state policy. In publishing such a paper, the government brings up social problems for discussion or attracts attention to a possible avenue of development.

*The tasks of a Green Paper are the following:*

- identify an issue that requires action or a new opportunity to be seized; clarify the impact of the issue/opportunity on society or government objectives; clarify the barriers that need to be overcome; show any relevant statistical information confirming that the issue/opportunity exists;
- identify the specific purpose of the consultation;
- determine the key dimensions of the phenomenon; specify the nature of the issue/opportunity; introduce terms which should be used to describe the issue/opportunity; describe the key developments to date, particularly the most recent, and the context in which actions are being considered.

**A White Policy Paper** summarises the discussion on issues raised in a Green Paper and identifies possible measures for resolving problems or seizing opportunities.

*The tasks of a White Paper are the following:*

- identify the need/opportunity which warrants a policy response;
- establish the specific purpose of the course of action launched by the paper;
- identify the elements of the proposed plan (strategy, programs);
- detail the principles on which the proposed option of policy is based;
- outline the time period by which the specific elements of the plan, strategy, or program will be executed.

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